

# MENTORING

## *AN ESSENTIAL TOOL FOR NEW MANAGERS*

CPM Cohort 9

### TEAM MEMBERS

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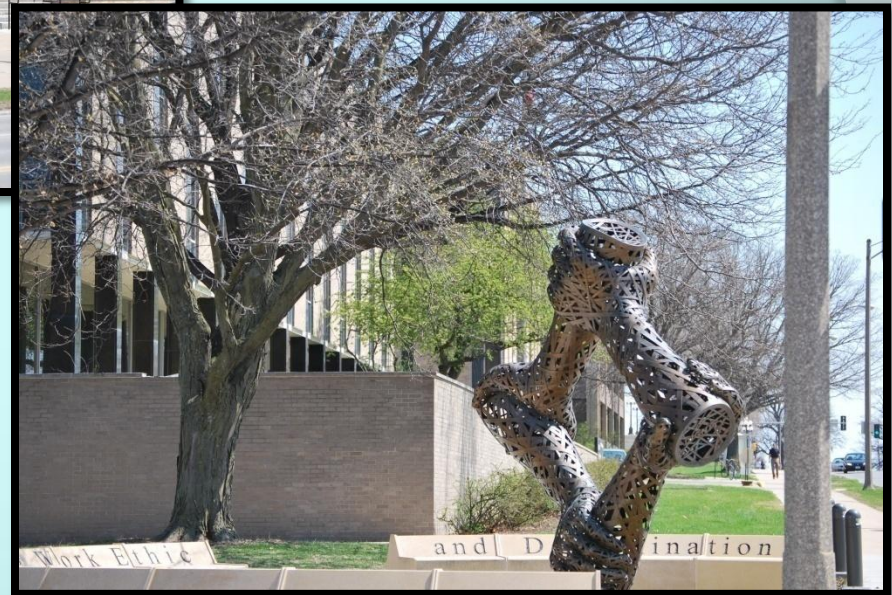
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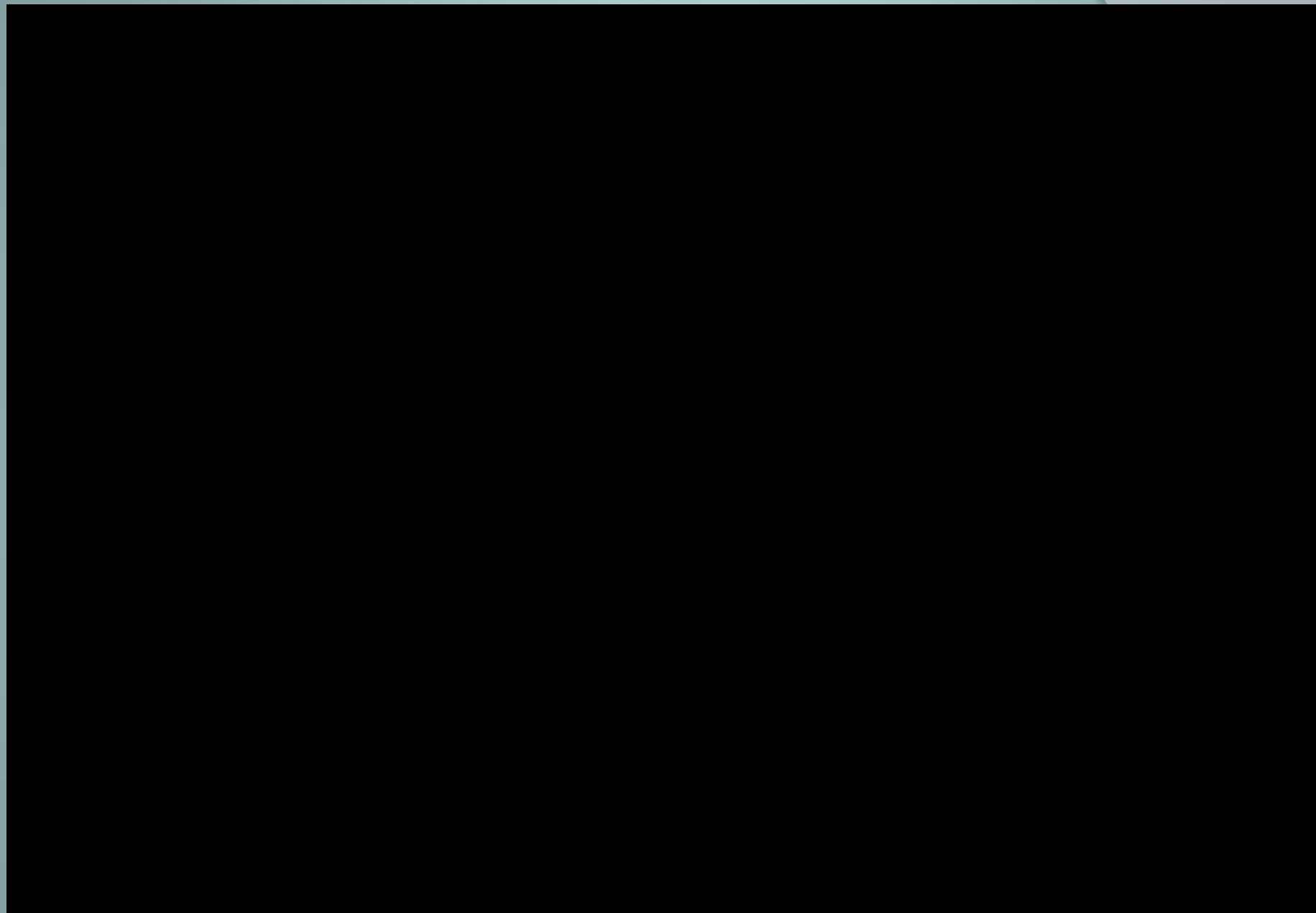
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Sponsored by Iowa Workforce Development



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# SURVEY RESPONSES

- ▣ Survey was sent to 77 IWD and Polk County supervisors, HR and union reps
- ▣ 23 managers responded to the survey
- ▣ Managers reported 3 months – 8 years experience in their current position
- ▣ 100% agreed that a mentoring program was essential to the professional development of new managers

# CHALLENGES FACING NEW MANAGERS

- ▣ Adapting to new environment
- ▣ Lack of resources and support
- ▣ Navigating the office political waters





# CHALLENGES – Continued

- ▣ Little or no training on “soft skills”
- ▣ Unclear strategies to accomplish expected objectives
- ▣ Promotion within the agency



# MENTORING PROGRAM CHECKLIST

- ▣ Mentor Preparation
  - Interview and Orientation
- ▣ Matching
  - Connect current supervisor to new manager based on skills of supervisor and needs of manager (checklist)
- ▣ Mentor/Mentee Monitoring and Support
  - Regular debriefings during the mentoring period
- ▣ Closure, Evaluation and Assessment
  - Determine length of program, future contact and complete evaluation form

# PROGRAM EVALUATION PROCESS

- ▣ Create a scorecard that defines outcomes based on organization's processes
- ▣ Evaluate the matching of mentors to new managers
- ▣ Be able to demonstrate the benefits for the mentee, mentor and the organization
- ▣ For effectiveness, link peer mentoring to other professional staff development initiatives



# IWD STATISTICS

- ▣ IWD currently has 819 total employees
  - 66.3% female
  
- ▣ 73 are managers/supervisors (8.9%)
  - 55% female
  - 55.4% over 50 years old
  - 2 vacant positions

Source: Iowa Workforce Development, Employee Services Department

# RETENTION STATISTICS

Based on the Departure Survey Report for fiscal year 2007 by Dept. Administrative Services (DAS):

- ▣ 1,155 workers left state government (3.3% IWD)
- ▣ 14.3% were supervisors or managers
  - 25.9% transfers, 29% retirement, 45.1% voluntary separation
- ▣ Top reasons for leaving:
  - 34.9% working conditions
  - 24.2% quality of supervision
  - 28.5% career advancement opportunity

Source: Department Survey Report (FY 2007), Dept. of Administrative Services

# RETURN ON INVESTMENT

## ▣ Benefit to mentee:

- Provided management tool to accelerate skills development and increase confidence
- Guidance and support provided by more senior manager
- Promotes collaboration & professionalism
- Fast incorporation into the culture & philosophy of organization
- Shows that organization is committed to an individual's professional & personal growth

# RETURN ON INVESTMENT

- ▣ Benefit to mentor:
  - Make productive use of acquired knowledge and expertise
  - Satisfaction of contributing to the developmental needs of colleagues
  - Increased influence and expansion of networks & contacts
  - Peer recognition and personal growth

# RETURN ON INVESTMENT

## ▣ Benefit to IWD:

- Ability of new managers to learn and develop rapidly under appropriate guidance
- Increases abilities and competence to managers
- Exponential growth in leadership capacity as mentees become mentors
- Increased collaboration will positively impact working environment



# RETURN ON INVESTMENT

- ▣ What is the cost of not effectively developing managers?
  - Aggregate sample of last 7 years showed top reasons for leaving were:
    - Working conditions
    - Quality of supervision
    - Career advancement opportunities

Source: Departure Survey Report (FY 2007), Dept. of Administrative Services

# RETURN ON INVESTMENT

- ▣ What is the cost to not sufficiently developing managers?
  - Exit interviews for all government agencies show:
    - 31.7 % of former employees had a negative relationship with their supervisor
    - 42% were not provided effective supervision
    - 40% stated that their contributions were not valued by supervisors
    - 50.4% not recognized for exceptional work
    - 53.0% did not receive timely & effective performance feedback

Source: Departure Survey Report (FY 2007), Dept. of Administrative Services

# NEXT STEP

- ▣ Provide IWD director with research and documentation for program implementation
- ▣ Program has been designed to be portable to other agencies

# TOOLS FOR IMPLEMENTATION

- ▣ Flash Drive (See handout for contents)
- ▣ “Steps to Create a Successful Program”
- ▣ Skills Checklist

# SOURCES

- ▣ Formal Mentoring Programs – Construction and Implementation  
[www.amciweb.com/solutions/training/courses/hc\\_mentoring.html](http://www.amciweb.com/solutions/training/courses/hc_mentoring.html)
- ▣ Mentoring Connections – [www.mentoringconnection.com/benchmarks.asp](http://www.mentoringconnection.com/benchmarks.asp)
- ▣ Play 20 Questions to Develop a Successful Mentoring Program –  
<http://evancarmichael.com/Human-Resources/788/play-20-questions-to-develop-a-successful-mentoring-program.html>
- ▣ Selling the Benefit of a Mentoring Program –  
[www.businessmentorcenter.com/sellbenefitstobd.php](http://www.businessmentorcenter.com/sellbenefitstobd.php)
- ▣ Strategies for Sustaining a Mentoring Program – [www.businessmentorcenter.com/sustain.php](http://www.businessmentorcenter.com/sustain.php)
- ▣ Mentoring Australia National Benchmark for Mentoring Programs  
<http://www.dsf.org.au/mentor/benchmark.htm>
- ▣ Departure Survey Report (FY2007), Dept. of Administrative Services, Human Resource Enterprise
- ▣ Murray, Margo and Owen, Marna A., 1991, “Beyond the myths and magic of mentoring: how to facilitate an effective mentoring program”, Jossey-Bass Publishers, San Francisco, CA.
- ▣ Cottrell, David, 2002, “Monday morning leadership : 8 mentoring sessions you can't afford to miss”, Corner Stone Leadership Institute, Dallas, TX.
- ▣ Bell, Chip R., 1996, “Managers as mentors : building partnerships for learning”, Berrett-Koehler Publishers, San Francisco, CA.



# QUESTIONS ???

Our team would like to thank  
Drake University  
Iowa Workforce Development  
Department of Public Safety  
and  
Polk County  
for their support.